

s.19(1)

From: PATRICK.KELLY6@forces.gc.ca
Sent: Wednesday, January 27, 2016 9:36 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: Comd 33 CBG Introduction of Incoming Commanding Officer to the CH of O 1900hrs
Thursday 04 Feb 2016

Colleagues,

As the Commander of 33 CBG I am inviting you to join me next Thursday evening when I introduce your incoming Commanding Officer, Maj Chris Jackson, who will assume Command on 30 April 2016. I intend to take this opportunity to explain the rationale as to why the incoming CO has been sourced from outside the Regiment.

I will further use this meeting to explain the rationale the Commanding Officer will use, moving forward as to how he will seek advice and counsel to aid him during his tenure of command. What I will not do is address the decisions of my predecessors rather I intend to focus on the positive steps that are needed to advance the program.

Should all the staffing be complete I will also close the engagement by promoting MWO Lever to CWO and I would ask all of you to join me in this important event.

I look forward to your participation.

Patrick Kelly
Colonel
Commander 33 CBG

Sent from my BlackBerry 10 smartphone on the Rogers network.

s.19(1)

[REDACTED]

From: [REDACTED]
Sent: Tuesday, February 09, 2016 3:04 PM
To: [REDACTED]
Subject: RE: Commander 33 CBG Direction to the CH of O former Commanding Officers

Tks.
...interesting....

From: [REDACTED]
Sent: February-09-16 2:48 PM
To: [REDACTED]
Subject: Fw: Commander 33 CBG Direction to the CH of O former Commanding Officers

Info.

[REDACTED]

From: <PATRICK.KELLY6@forces.gc.ca>
Date: Tue, 9 Feb 2016 12:49:52 +0000
To: [REDACTED]
Cc: [REDACTED]
Subject: Commander 33 CBG Direction to the CH of O former Commanding Officers

Refs: DAOD 5045, A-PS-110-001/AG002, Personnel Support Programs Policy Manual

Gentlemen,

I was disappointed not to see you in attendance last Thursday evening at the CH of O as I discussed the problems of the past and what steps need to be taken, collectively, to reorient our focus on the men and women of the CH of O. Busy schedules likely precluded the attendance of some; I have therefore asked those who were in attendance to become the messengers and as a consequence I will not repeat the core of my message here.

I do look forward to efforts to revitalize the Regiment and to offer viable mentorship and support to building strong and deep bench strength in the Officers Mess in order to set the conditions for long lasting success. In this vein I would hope that each of you will offer your support to the incoming Commanding Officer, Maj Christopher Jackson, who will assume command on 30 April. I implore all of you to only look forward to what can and must be accomplished and to dismiss the troubles that lay behind us.

In an effort to reinforce the command authority and presence of the Commanding Officer I was deliberate last evening in directing that all former Commanding Officers are to advise the Commanding Officer in advance of their intent to be in the Drill Hall and to seek his consent. It is the Commanding Officer's AOR and all are to remain mindful that our presence, even in the most benign of senses, has an impact on the Commanding Officers ability to lead and function. Furthermore, no Officer is to be in any Mess other than the Officers Mess without the express permission of

the Commanding Officer in advance of their attendance. This is not a function that the Commanding Officer is to delegate, nor are individual mess members or Presidents of Messes authorized to invite any former Commanding Officer into their respective messes without the authorization of the Commanding Officer. I recognize that I depend upon the courtesy of retired members of the CAF to respect this direction and as gentlemen Officers I trust they will. As serving Officers in the CAF I expect nothing less than your wholehearted support and adherence to the lawful order that I have issued as the Commander of 33 CBG.

In closing I trust you are all prepared to move forward and do what is necessary to revitalize the Cameron brand and to ensure that when we say "ADVANCE" it is in unison with every Cameron towards a singular goal of being the best Infantry Regiment in Canada.

Col/col Patrick Kelly, MSM, CD

Commander, 33rd Canadian Brigade Group
Canadian Armed Forces
Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

Chef d'état-major, 33e Groupe-brigade du Canada
Forces armées canadiennes
Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

[REDACTED]
s.19(1)

From: [REDACTED]
Sent: Friday, February 12, 2016 8:48 AM
To: [REDACTED]
Subject: Re: Dining out CO

Gents,

I have your responses...and I hear we're in common appreciation and understanding of the situation...as I expected.

Thanks!

Best,

[REDACTED]
-----Original Message-----

To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
Subject: Dining out CO
Sent: Feb 11, 2016 15:15

Gents,

Quick question regarding "Dining Out" the CO.

I haven't been in Camerons so long as to say I know "tradition" in every way. However, since I've been in the unit, no CO was ever "Dined Out"

We tried to ge a dinner together for [REDACTED] before he left but failed. While CO, I organized one for him on 6 June 2004...some 2 months after he handed over to me but even on that try, [REDACTED] called [REDACTED] and so we had a dinner without him!

Ever since then, I know of no CO who was "Dined Out"...with all the fanfare one would imagine goes with that. Not me, not [REDACTED] and not [REDACTED]

I understand that the current CO wishes to be Dined Out before handing over command on 30 Apr...and it sounds like it's to be a fairly formal event with all serving officers required to attend.

I am hearing some "push back" from the rank and file as in recent memory (ie the past 10 years or more) there has never been such an event.

What are your thoughts? Did you have a formal Dining Out when you handed over command? Is it right for a CO to ask for one?

Thoughts?

Best,



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[REDACTED]

From: [REDACTED]
Sent: Friday, February 12, 2016 11:29 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Dining out CO

I reviewed my emails from spring 2004, shortly after I was made up as CO.

I note that the dinner planned for [REDACTED] was planed by [REDACTED]..and it cost \$80 a head. In the end, he didn't show. [REDACTED] will remember that. It was great fun having a dinner with no special guests...except for [REDACTED]..as we know he's always special.

[REDACTED]

-----Original Message-----

From: [REDACTED]
Date: Fri, 12 Feb 2016 15:39:19
To: [REDACTED]
Cc: [REDACTED]

Subject: RE: Dining out CO

If it is indeed a "parade" then it's a form of training and payable time..

As mentioned before , even if asked, (which is most unlikely) I would not attend- for a number of reasons , and especially if, since there is a reasonable chance that there could be speeches that could really sound very much as if they were lectures from some imperious Gr 8 teacher to the bad boys arsing around in the back of the class . I don't need to pay for that.....

-----Original Message-----

From: [REDACTED]
Sent: February-11-16 3:59 PM
To: [REDACTED]
Cc: [REDACTED]

Subject: Re: Dining out CO

When I handed over to [REDACTED] there was a mess dinner. I did not ask for such a dinner but others wanted to do it.

In my opinion it is just wrong for a CO to insist on one, to ask for one or even expect one. But maybe I was just humble.

Next it is wrong, wrong and wronger to make it a parade. Seems to me this could be the subject of a redress of grievance.

[REDACTED] is probably worried that if it was voluntary, attendance might be minimal and thus embarrassing.

Interested to hear other points of view

Sent from my iPhone

s.19(1)

> On Feb 11, 2016, at 15:23, [REDACTED] wrote:

>

> Gents,

>

> Quick question regarding "Dining Out" the CO.

>

> I haven't been in Camerons so long as to say I know "tradition" in every way. However, since I've been in the unit, no CO was ever "Dined Out"

>

> We tried to ge a dinner together for [REDACTED] before he left but failed. While CO, I organized one for him on 6 June 2004...some 2 months after he handed over to me but even on that try, [REDACTED] called [REDACTED] and so we had a dinner without him!

>

> Ever since then, I know of no CO who was "Dined Out"...with all the fanfare one would imagine goes with that. Not me, not [REDACTED] and not [REDACTED]

>

> I understand that the current CO wishes to be Dined Out before handing over command on 30 Apr...and it sounds like it's to be a fairly formal event with all serving officers required to attend.

>

> I am hearing some "push back" from the rank and file as in recent memory (ie the past 10 years or more) there has never been such an event.

>

> What are your thoughts? Did you have a formal Dining Out when you handed over command? Is it right for a CO to ask for one?

>

> Thoughts?

>

> Best,

>

[REDACTED]

s.19(1)

[REDACTED]

From: [REDACTED]
Sent: Wednesday, February 17, 2016 9:54 AM
To: [REDACTED]

Subject: Re: New email address

[REDACTED] That's my "Last [REDACTED] in service number.

However...according to gmail, there are at least several other [REDACTED] out there!

That means I can blame things on other people if I want!

-----Original Message-----

From: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
To: [REDACTED]
Subject: Re: New email address
Sent: Feb 17, 2016 09:51

There are [REDACTED] x other [REDACTED]

Original Message

From: [REDACTED]
Sent: Wednesday, February 17, 2016 9:46 AM
To: [REDACTED]
[REDACTED]
[REDACTED]
([REDACTED]
Subject: New email address

Gents,

Changing internet service provider soon. As such, I'm changing to a gmail account.
s.19(1)

Other emails [REDACTED] and [REDACTED] will auto forward to my gmail account for several months and I'll reply with the gmail account.

I ask you all to update your contact lists.

Best,

[REDACTED]

[REDACTED]

Please note new Email Address and update your contact list. Thanks.

[REDACTED]

Please note new Email Address and update your contact list. Thanks.

s.19(1)

[REDACTED]

From: PATRICK.KELLY6@forces.gc.ca
Sent: Monday, April 11, 2016 12:07 PM
To: [REDACTED]
[REDACTED]
[REDACTED]
Cc: [REDACTED]
Subject: RE: Foundation AGM

Good morning,

Some clarification. As stated below, former Commanding Officers are required to seek the consent of the current Commanding Officer to attend events/functions within the CSDH. Excepted from this was the current [REDACTED] while serving in his capacity as the HLCOL.

There will be no "blanket approval" as the Commanding Officer is to address each request individually.

The incoming Commanding Officer works in an environment where e-mail is heavily scrutinized. I would ask that you defer to his @forces address for Regimental correspondence. I have attached it below for your use.

[REDACTED]

[REDACTED] I wish the Foundation and its leadership continued success as you continue to strive to support the men and women of the CH of O.

Col/col Patrick Kelly, MSM, CD

Commander, 33rd Canadian Brigade Group
Canadian Armed Forces
Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

Chef d'état-major, 33e Groupe-brigade du Canada
Forces armées canadiennes
Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

From: [REDACTED]
Sent: April-11-16 11:47 AM
To: [REDACTED]
[REDACTED]
Cc: [REDACTED]; Treasurer
Subject: Foundation AGM

Former Commanding Officers as of 5 May 2016

Reference: Comd 33 Bde e mail of 9 Feb 2016

Gentlemen; as members of the Foundation you will shortly receive your invitation to the Foundation Annual General Meeting that will occur on Thursday 5 May in the CDSH Heritage Room.

IAW the ref the 33 Bde Comd has directed that all former Commanding Officers are to advise the Commanding Officer in advance of their intent to be in the drill hall and to seek his consent.

I understand that this direction was requested by the current CO. I asked if I could have a blanket approval for the event and was advised by the current CO that that was not possible as the current CO had been told by some of you that you wanted to do an individual request for each event.

Please let me know if you will attend and will be seeking permission from the CO Designate who will take command on 28 April. (I have included him in the CC if you do not have his e mail address.)



Cameron Highlanders of Ottawa Foundation

s.19(1)



[REDACTED]

From: [REDACTED]
Sent: Thursday, May 05, 2016 8:41 AM s.19(1)
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: [Bulk] CH of O Family day on 15 May at Connaught

Thanks for this [REDACTED]
I don't think I am an association member but my son (age 18 & a potential recruit!) is interested in attending with me .
If you could pass this info on to the Assoc, it would be appreciated.

From: [REDACTED]
Sent: Wednesday, May 04, 2016 3:36 PM
To: [REDACTED]
[REDACTED]
[REDACTED]
Cc: [REDACTED]
Subject: Fwd: [Bulk] CH of O Family day on 15 May at Connaught

Foundation Members:

FYI reference the CH of O Family Day.

Many of us are also Association Members so this may be duplication.

For those not Association members please let me know if you intend to attend so that the Association and Unit OPIs have an idea of numbers.

[REDACTED]

Begin forwarded message:

From: [REDACTED]
Subject: [Bulk] CH of O Family day on 15 May at Connaught
Date: May 4, 2016 at 14:40:31 EDT
To: [REDACTED]
"



There will be a family day on 15 May at Connaught.

Activities to include (tentatively):

- (a) C7 Familiarization shoot: Guests will be provided a brief (10-15 minute) lecture on the C7 rifle, its role, capabilities, and operation. Following the lecture they will be provided a lesson on basic operation of the weapon (load, unload, make safe, and clear the weapon) and then be provided the opportunity to fire the weapon, under close individual supervision.
- (b) C6 Static display: Guests will be provided a brief (10-15 minute) lecture on the C6 medium machine gun, its role, capabilities, and operation. Following the lecture they will be provided an opportunity to handle the weapon (load, unload, clear).

- (c) 84mm Static display: Guests will be provided a brief (10-15 minute) lecture on the 84 mm SRAAW(M), its role, capabilities, and operation. Following the lecture they will be provided an opportunity to handle the weapon (load, unload the weapon).
- (d) Piping and drumming demo: Guests will be provided a briefing and then be given an opportunity to try their hands at the Pipes and Drums
- (e) Regimental Kit Display: Display of 1B and P&D Full Dress
- (f) Operational Kit Display: Display of personal operational equipment and a tent group. Members will provide a briefing on the kit and tent group routine;
- (g) LAV Display (pending arrangements with 3 RCR)
- (h) Cam and concealment/stalking demonstration: Briefing on cam and concealment techniques, provide guests an opportunity to cam up, locate members that are concealed in a given area.
- (i) First Aid: Members will provide a static display of standard first aid equipment and a demo of first aid techniques based utilized in the CF.
- (j) Family BBQ: to be organized through CRPTC, 33 Svc or HMCS Carleton

Timings

- (k) 15 0900h May 15 – Guests begin arrivals
- (l) 15 0930h May 15 – Stands and Activity set up complete
- (m) 15 1000h May 15 –Guest waivers signed, safety briefed and deployed
- (n) 15 1100h May 15 – BBQ starts
- (o) 15 1500h May 15 –Activities cease

. To enable members to escort their own families, I intend to run the day in 2 cycles. Cycle 1 from 10am until 1300, and cycle 2 from noon to 3 pm. Those members attending the morning cycle will eat at the end of

their activity window before departing, members arriving for the afternoon cycle will eat at the beginning of their activity window, before (or as) they view the static displays.

- a. This approach is based on the assumption that we will have the enough redundancy / spare members required to run stands while others are escorting their families.
- b. In order for this to work those members with guests coming need to identify themselves and identify their preferred window (morning or afternoon). **To facilitate scheduling staff we need member family windows identified by 5 May.**
- c. Only persons 16 years of age and over will be permitted to fire the C7.

- d. Waivers for persons under 18 will need to be signed by a parent or guardian.
- e. Attendees from the association will need to identify themselves and their window via the Assn secretary or directly to me.
- f. Members of the association, and military members familiar with CRPTC will be permitted to move on their own. To ensure safety, other civilians must be escorted at all times.

[REDACTED]

From: [REDACTED]
Sent: Friday, June 03, 2016 9:53 AM
To: [REDACTED]
Cc: [REDACTED] Treasurer
Subject: RE: Canada Day 2016

Thanks [REDACTED] for this .

I wanted to thank and congratulate [REDACTED] and the rest of those who worked to put on the family day activities at the Connaught Ranges .
My son enjoyed it and it was great to see some familiar faces.- including [REDACTED] who had been a subbie attached to the unit for a period in the late 90's. during my time.

s.19(1)

Cheers

From: [REDACTED]
Sent: Thursday, June 02, 2016 2:41 PM
To: [REDACTED]
Cc: [REDACTED] Treasurer
Subject: Canada Day 2016

Gentlemen;

Canada Day is fast approaching and I wanted to provide some information about it.

As usual the team is hard at work getting the coordination done so that we can again have a successful event and that effort is coming along nicely.

We have a number of volunteers stepping forward to do various tasks and if you are interested please contact [REDACTED] or me.

I had an opportunity to speak to the CO concerning access to the CSDH on Canada Day. He considers this a Regimental Family Event open to the public. As a result he does not require any former CO to contact him concerning access for this specific event; however, the general policy concerning former COs obtaining permission to access the CSDH still stands.

I hope to see you out on Canada Day rain or shine enjoying the comradeship of speaking to regimental family members past and present and the general public, listening to the pipe band entertainment and of course having a [REDACTED] from our own [REDACTED] the [REDACTED] Maester. On the [REDACTED] front we sold out last year so get one early before the haggis is all gone.

All being well, I will see you on Canada Day as I take your beer ticket and hand you a cold one as [REDACTED] and I have volunteered to work behind the bar this year.

ADVANCE

[REDACTED]

[REDACTED]

[REDACTED]

Cameron Highlanders of Ottawa Foundation

[REDACTED]

s.19(1)

[REDACTED]

From: [REDACTED]
Sent: Tuesday, September 06, 2016 9:24 AM
To: [REDACTED]
Cc: [REDACTED] Treasurer
Subject: RE: Attendance at the Foundation Whiskey Tasting 5 Oct

Thks for this [REDACTED].
Glad to know that the CO says we are welcome to attend, however I am otherwise engaged on that date.
Cheers

s.19(1)

From: [REDACTED]
Sent: Saturday, September 03, 2016 11:47 AM
To: [REDACTED]
Cc: [REDACTED] Treasurer
Subject: Attendance at the Foundation Whiskey Tasting 5 Oct

Gents;

I spoke to the CO about access and he has agreed that all are welcome and I will simply give him a nominal roll of former COs attending.

As this is a charity event If you can not attend but would like to sponsor a JR or someone else please let me know and I will look into it.

Hope to see you there.

[REDACTED]

Wednesday, September 14, 2016 4:37 PM

All
I support the initiative as well.
Its certainly consistent with the strategic goal of the Foundation.

Cc: [REDACTED]

000019

I look forward to the discussion at the next Directors meeting.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] s.19(1)

www.dearconsulting.com

On Sep 13, 2016, at 10:48 AM, [REDACTED] <[REDACTED]> wrote:

Ladies and Gentlemen;

Enclosed is a suggestion from the CO for consideration.

I will be raising this item as new business at the next Directors Meeting scheduled for 17 Oct at 1930 in the Heritage Room.

Comments welcome as this would be a major effort that would need significant support. It could also be an event that members of the Foundation and Association might want to participate in at their own expense along side the serving members . Lots to talk about.

All are welcome to sit in on the Director Meeting, just let me know if you intent on participating.

ADVANCE

[REDACTED]
[REDACTED]
[REDACTED]

Begin forwarded message:

From: [REDACTED]
Subject: Request of the Foundation
Date: September 12, 2016 at 19:34:09 GMT-4
To: [REDACTED]
Cc: [REDACTED]
[REDACTED]
[REDACTED]

With the new monies coming from the Department for ceremonial uniforms I am wondering if the Foundation would take up the role of fundraising to send a 50 -100 man guard to France in 2019. It would be the 75th anniversary of the Regiment's landing at Juno Beach. I would think that a sum of one-hundred thousand would help get the Regiment to and from France with a hotel and the necessary transport etc. That would mean between 1000-2000 for each soldier going.

I suspect that there will be an "official" delegation going but we can assume it will be the likes of the previous dedications wherein only 2 or 3 members can attend.

I would like this project to be the crown of the next three years to reward the Regiment for creating a new sense of family and purpose.

s.19(1)

Do you think that this is something that you could support?



[REDACTED]

From: [REDACTED]
Sent: Friday, September 16, 2016 9:50 AM
To: [REDACTED]
Cc: [REDACTED]

Subject: RE: Request of the Foundation

.. there have been many other good objectives, too, since the found. was established some 20 yrs ago with [REDACTED]s
foresight for what could be achievable for the greater good of the CH of O *writ large*..

s.19(1)

From: [REDACTED]
Sent: Friday, September 16, 2016 6:03 AM
To: [REDACTED]
Cc: [REDACTED]

Subject: RE: Request of the Foundation

Finally...a good objective

From: [REDACTED]
Sent: September-14-16 4:23 PM
To: [REDACTED]
Cc: [REDACTED]

Subject: Re: Request of the Foundation

Ladies and Gentlemen;

Could we please confine your comments to the initiative being proposed by the CO.

I believe the initiative has merit and to go forward it will need the combined effort of all the Foundation members to bring it about.

Thank you

[REDACTED]

s.19(1)

On Sep 14, 2016, at 15:54, [REDACTED] wrote:

[REDACTED]

I totally agree with your observation. Our next step is to appoint an Honorary Colonel and Honorary Lieutenant Colonel who have honor.

Advance,

[REDACTED]

On Tuesday, September 13, 2016 10:08 PM, "[REDACTED]" wrote:

I applaud this initiative.

It stands in clear contrast to delegations of ass-kissers and douche-bags traveling to London on the spurious premise that the Regiment required a change to its name when there was no benefit at all to the Regiment or its dedicated members.

I hope that we have turned a page.

From: [REDACTED]
Sent: Tuesday, September 13, 2016 9:32 PM
To: [REDACTED]
Cc: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Subject: Re: Request of the Foundation

The Foundation should be about large things: not that \$900 for Sr NCO hockey is not a big thing to them, but it is not a big thing to the Regiment. We need to have bigger goals, bigger objectives. We need to learn to fly.

As one of the individuals who pushed for the goal of \$125,000 for uniforms, we have been overtaken by events: the Crown says they will now pay. I wait to see this happen, but one can always dream.

I therefore support this noble endeavour for the 75th. Administratively, we need to ask all previous donors, like myself, if their donations may be transferred to this project from the uniform project I agree, as will I think, all others if the realities are explained correctly.

In one of our last Directors Meeting, and specifically on fund raising, I suggested using CANSEC 2017 as a major fund raising program. CADSI has agreed in principle to having Colour Guards pipe/march in the guest

speakers to the Head Table for lunch and perhaps even for breakfast, and the CO has agreed in principle to providing the troops. This could be the major program to make the 75th Project take flight. We could use this two day, major defence event to be the main stay of our fund raising.

So, why not fly??

I look forward to the discussion at the next Directors meeting.

[REDACTED]
[REDACTED]
[REDACTED] s.19(1)

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ADVANCE

[REDACTED]
[REDACTED]
[REDACTED]
Begin forwarded message:

From: [REDACTED]
Subject: Request of the Foundation
Date: September 12, 2016 at 19:34:09 GMT-4
To: [REDACTED]
Cc: [REDACTED]
[REDACTED]
[REDACTED]

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